

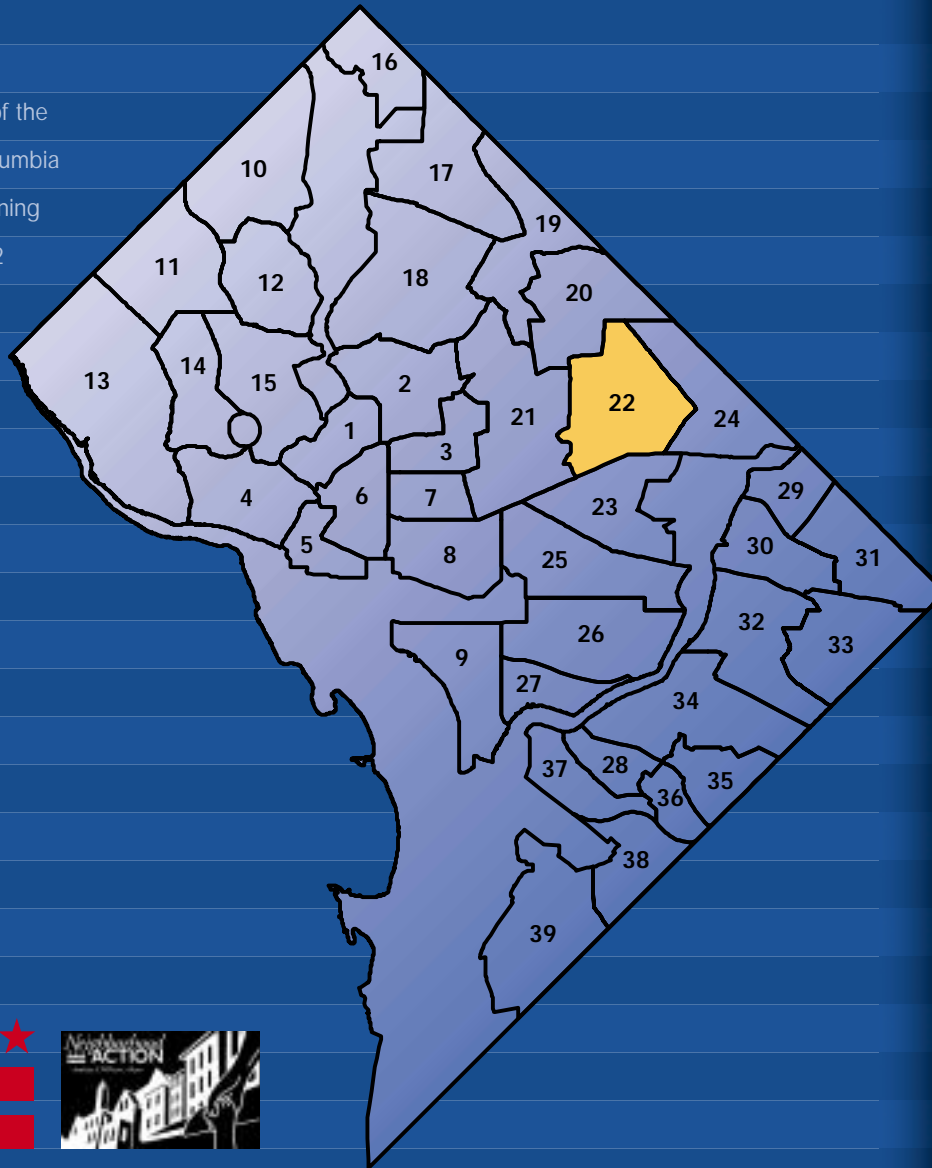
Neighborhood Cluster

22

District of Columbia Strategic Neighborhood Action Plan

Prepared by

Government of the
District of Columbia
Office of Planning
Summer 2002



Brentwood
Brookland
Langdon



Acknowledgments

*The following people and groups
deserve special recognition for the
time they dedicated to developing
this plan for Cluster 22:*

Advisory Neighborhood Commissions (ANCs)
5A, 5B, and 5C

Brookland Civic Association

Brentwood Civic Association

Cluster 22 Neighborhood Steering Committee

Edgewood/Brookland Family Support
Collaborative

Metropolis View Civic Association

Residents of Brentwood, Brookland, and
Langdon

Claudia Canepa, Junior Planner, Office of
Planning

Phil Heinrich, Program Manager, Office of the
Chief Technology Officer

Cover: View of the Rhode Island
Avenue metro station

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Letter From the Mayor



Dear Resident,

I am very proud to present the Strategic Neighborhood Action Plan (SNAP) for your Neighborhood Cluster. I personally want to congratulate all the citizens, the citizen and civic associations, the faith community, the Advisory Neighborhood Commissioners, the businesses, and others that helped shape this plan.

I have personally reviewed these plans and am struck by the tremendous amount of work, thought, and commitment that went into their preparation. I value these SNAPs as a way to communicate directly with you, the residents and stakeholders of this marvelous city.

What began at the city-wide level with the first and second Citizen Summits in 1999 and 2001 has been expanded at the neighborhood level through the Neighborhood Planning, Neighborhood Service, and Neighborhood Outreach efforts—all part of the overall Neighborhood *Action* program. Through this triad, I have heard your concerns and priorities directly and have taken measures to respond.

This Strategic Neighborhood Action Plan is not just words on paper. Every agency in my administration has reviewed these plans to see how they might contribute to advancing the priorities and objectives you outlined here. As you know, this was a tough budget year. I instructed agencies to preserve their commitments to addressing your priorities, as they assessed how and where to trim their budgets. What's more, additional funding was provided to specifically accomplish a number of important neighborhood priorities articulated through the SNAPs across the city. This approach includes funding to install an additional 600 litter cans across the city; hire an additional Fire Inspector for every Ward; add another staff person under the Clean City Administrator, who will further the goal of neighborhood cleanliness; hire additional Historic Preservation staff to review projects in historic areas; and more. While not every priority was met, such changes signal tangible evidence of my belief that the business of government starts with the business of the people.

This SNAP document is a first of its kind. It is the first time a major city has coordinated a plan with every neighborhood in the city in a single year. It is the first product of many that will provide citizens with a record of how this government will directly respond to your priorities.

I am excited about this SNAP document and about what it signals for the future of our neighborhoods and our city. I look forward to working with you, my agencies, and other stakeholders to implement the many significant priorities you have identified here. Congratulations, and now the work begins.

Sincerely,

Anthony A. Williams
Mayor

Dear Resident,

Enclosed is your Neighborhood Cluster's Strategic Neighborhood Action Plan (SNAP). I want to personally thank all who contributed to developing this plan and congratulate them for their hard work. Many in your neighborhood devoted considerable time identifying strategies to improve the quality of life in your neighborhood. This effort has helped us—the District government—better partner with you to make concrete improvements in our communities.

Your SNAP is a new kind of “plan for action” because it will not simply sit on a shelf. It is a document that lists key commitments by agencies and includes a timeline for implementation. It is a document whereby the commitments will be tracked by the Mayor's Office of Neighborhood *Action* to ensure that they are followed through to completion. It is an action plan and a foundation of our city's budget.

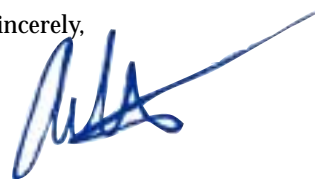
With the same level of deep commitment in developing this plan, I urge you—neighborhood groups, the faith community, businesses, nonprofits, Advisory Neighborhood Commissioners, and others—to help implement the remaining actions. While I know many of you have been active in your neighborhoods for years, implementing specific actions in this plan will help unite government and citizen efforts through its goal of addressing specific priorities identified by your neighbors.

Our work with you in your neighborhoods has just begun! Your Neighborhood Planner, Deborah Crain, who helped develop this SNAP, will continue to work with the District of Transportation (DDOT) as it develops a traffic study for Ward 5, to monitor the progress of the Transit-Oriented Development (TOD) on the site of the Rhode Island Avenue Metro station, and to work with the community and the Department of Parks and Recreation (DPR) as the

Turkey Thicket and Brentwood Recreation Centers are renovated. She will also, among other work, continue to provide technical assistance as needed in Cluster 22.

I look forward to our continued work with you in your Neighborhood Cluster. Thank you and congratulations once again for all your hard work and dedication in developing this SNAP.

Sincerely,



Andrew A. Altman
Director, Office of Planning

Letter From the Director



Neighborhood Action

Three years ago, Mayor Williams's administration developed a new framework for how the District government would work together with citizens and other partners to make good decisions and to improve our city. This framework was the start of *Neighborhood Action*. The mission of *Neighborhood Action* is to empower citizens to improve their communities by mobilizing and coordinating the resources of government, businesses, nonprofits, the faith community, neighborhood leaders, and the citizens themselves. *Neighborhood Action* has held four Citizen Summits: one in November 1999, a follow-up in January 2000, one in October 2001, and another in December 2001. There were also two Youth Summits to hear from our younger residents. At those public forums, citizens shared their priorities for the city, which helped redefine our District government's priorities at the city-wide level.

It was also realized, however, that there was much work to be done at the neighborhood level. As part of

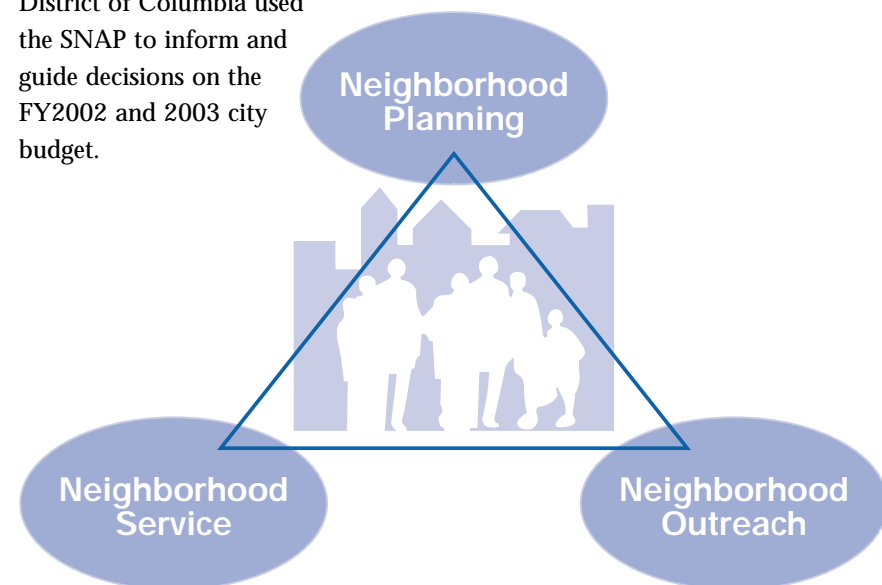
Neighborhood Action, the *Neighborhood Action Triangle* was created—three neighborhood initiatives aimed to identify and then solve neighborhood-specific issues. They are the Neighborhood Service Initiative, the Neighborhood Outreach Program, and the Neighborhood Planning Initiative. **Neighborhood Service** addresses recurring service delivery problems that require the coordinated involvement of more than one agency. **Neighborhood Outreach** holds public meetings, town halls, “coffee with the Mayor,” and other meetings to ensure that this administration stays connected to neighborhood issues. **Neighborhood Planning** has been working with citizens to identify top priority issues and to develop Strategic Neighborhood Action Plans (SNAPs) for each of the 39 Neighborhood Clusters in the city.

Strategic Neighborhood Action Plan

This document is the SNAP for your Neighborhood Cluster. Citizens, citizen groups, businesses, the faith community, Advisory Neighborhood Commissioners, and others helped

develop this plan with the Neighborhood Planning Initiative located in the DC Office of Planning (OP).

The SNAP is part of *Neighborhood Action*, which is Mayor Williams's initiative to reengage citizens in the governance of their city and to establish a vision, priorities, and action for your Neighborhood Cluster. For the first time in the District, the SNAP provides residents a process to articulate and begin addressing many of the neighborhoods' most pressing challenges. The government of the District of Columbia used the SNAP to inform and guide decisions on the FY2002 and 2003 city budget.



Introduction

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Unlike the long-range goals of the Comprehensive Plan, the SNAP identifies near-term goals (i.e., goals for a 2-year period). Through a series of community workshops and task force meetings, community stakeholders identified the priority areas of the Cluster 22 SNAP: Public Safety, Recreation and Parks, and Schools. These three priorities and the actions recommended to address them reinforce several community concerns identified in the Ward 5 plan.

Progress on each action committed to by a District agency will be tracked through annual status reports by the Office of Neighborhood *Action*.

Although the SNAP is an independent planning document not tied to the Comprehensive Plan, it could inform residents about how the Comprehensive Plan is updated in the future. Currently, the Mayor and Council are appointing a Comprehensive Planning Task Force representing a broad cross-section of stakeholders to work with the Office of Planning as it undertakes a review of the current plan and planning process.

The Comprehensive Plan

Throughout the SNAP process, residents asked, “How do Strategic Neighborhood Action Plans relate to the Comprehensive Plan?” While both documents outline a vision for neighborhoods and include concrete and identifiable goals for your community, there are differences in how they are used by District agencies and what the immediacy is of their effect on your neighborhood.

The *Comprehensive Plan for the National Capital* is a long-range (20 years) general policy document that provides overall guidance for the future planning and development of Washington, DC. District agencies use this document as a guide to ensure that their actions reinforce the long-term goals of the city. The Comprehensive Plan was first proposed by the Mayor and adopted by the Council in 1984 and 1985, respectively. Amendments to the plan are proposed by the Mayor and approved by the Council every 4 years. The plan has been amended in 1989, 1994, and 1998. The plan includes both local and Federal elements and is the

only planning document mandated by the Home Rule Act. There are 10 local elements, which together are usually referred to as the “District of Columbia Comprehensive Plan”: General Provisions, Economic Development, Housing, Environmental Protection, Transportation, Public Facilities, Urban Design, Downtown Plan, Human Services, and Land Use.

The Ward 5 plan is one part of the goals for the Comprehensive Plan. It establishes a vision for Ward 5 over 5 years (1999–2004) and highlights eight areas of focus. For Brentwood, Brookland, and Langdon, it identifies the following as specific community concerns: excessive traffic; increased neighborhood retail and public services; negative effects of new commercial, industrial, and other nonresidential development; and conversion of residential property to group houses.

A Message From Your Neighborhood Planner

As your Neighborhood Planning Coordinator, my job has been to guide residents and stakeholders of Cluster 22 through the neighborhood planning process. The goal of this process was to facilitate a citizen-driven effort to identify neighborhood priorities to help guide District agencies, nonprofits, and others to improve the quality of life in your neighborhood. Together, we have produced the first Strategic Neighborhood Action Plan for Cluster 22. This effort has truly been a monumental achievement!

At times, the task has not been easy. I know that, historically, areas in this Cluster have not received the level of attention residents felt they deserved. There were those of you who did not want to attend another meeting—but came anyway. There were those of you who did not believe that this process would bring about real change—but came anyway. There are those of you who have worked to

create a better neighborhood without government assistance and did not believe that the time had come when your government would assist you as a willing partner. Although we have a long way to go, we have heard you. This document is proof that your government is changing to better serve you as well as providing a tool for you to hold us accountable.

Many of you, both long-time and new residents, have taken the initiative to create change, not wait for government to try to fix a problem. This proactive approach has been the case in the SNAP process. You have not waited for this document to be published before taking on tough issues. For example, one of the top priorities for Cluster 22 is recreation and parks. A group of committed residents has taken on the task of working with the DC Department of Parks and Recreation (DPR) to plan the best possible design for the Turkey Thicket Recreation Center and the Brentwood Playground.

I would like to recognize the tremendous commitment and dedication of those who participated in this planning process. They were active throughout the effort, reviewing and fine-tuning many elements of the draft SNAP. I look forward to continuing to work with you and your community to implement the actions outlined in this plan and to achieve the vision for livable, equitable, and vibrant neighborhoods throughout the District of Columbia.

To better understand what makes your Neighborhood Cluster special, please read the following sections, which describe both the positive and negative conditions found in your communities, including physical characteristics, demographics, and recent activity in your neighborhood.

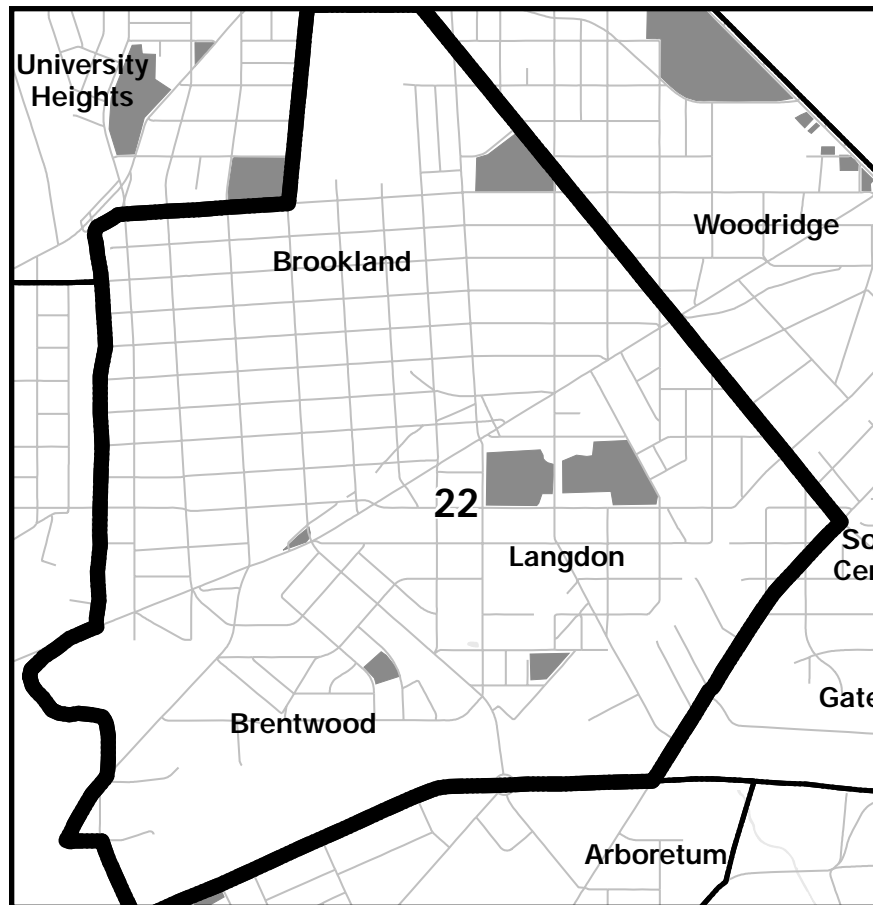
Deborah Crain

Neighborhood Planner, Cluster 22

State of the Cluster

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Cluster 22: Brentwood, Brookland, Langdon



Cluster 22 Neighborhoods

This document is the first SNAP developed for Neighborhood Cluster 22. Your Neighborhood Cluster is shown on the map and includes the following neighborhoods:

- Brentwood
- Brookland
- Langdon

These three neighborhoods developed this SNAP with the help of your Neighborhood Planner, Deborah Crain.

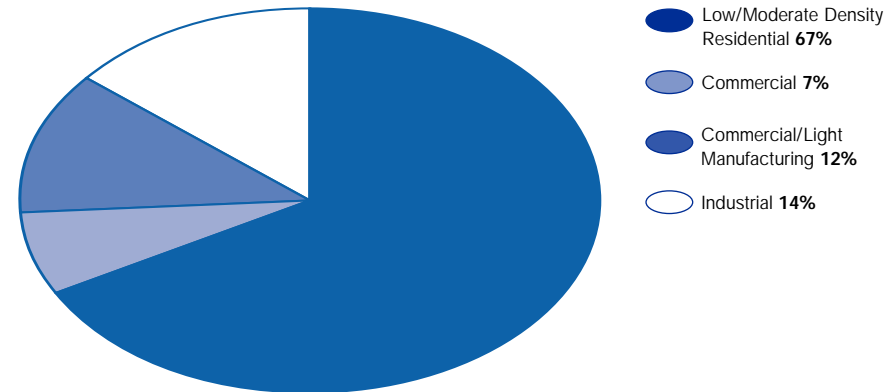
Physical Characteristics and Assets

Much of the residential development in Cluster 22 took place between the two World Wars, with smaller-scale residential development occurring in the mid-1940s to late 1950s. Today, Cluster 22 offers a wide array of housing stock: single-family homes, semidetached homes, row houses, and multifamily apartment dwellings. The adjacent chart shows that residential dwellings make up 67% of the land use in this Cluster. A substantial portion of land use in Cluster 22 is also commercial, light manufacturing, and industrial. Some of those areas can be found along Rhode Island Avenue, as well as on and around 9th Street. Clusters of retail activity are found in pockets along Rhode Island Avenue. Those areas, which make up approximately 7% of Cluster 22, include convenience stores, fast-food restaurants, gas stations, and other retail establishments. A breakout of the types and corresponding percentages of land uses for this Cluster is shown on the pie chart to the right.

Key assets and features of Cluster 22 include the following:

- *Brooks Mansion, the new home of the Public Access Corporation's DCTV. Brooks Mansion was on the DC Preservation League's 1999 list of Washington's Most Endangered Places. It now features a state-of-the-art production and public broadcasting facility and is soon to become the information and technology hub for the people of Washington, DC.*
- *Turkey Thicket Recreation Center, which will undergo a major facilities renovation. Renovation activities will include enhancing the fields, installing an indoor swimming pool, and expanding the center itself.*
- *Tree-lined neighborhoods with a diverse mixture of well-maintained semidetached homes, row houses, and multi-family dwellings.*
- *A thriving commercial corridor along 12th Street, featuring a variety of retail shops, all in close proximity to the Brookland Metro station.*
- *Major health institutions, including Providence Hospital, Washington Hospital Center, Children's Hospital, and Veterans Administration Hospital. Those institutions serve not only the rest of the city, but also the region and nation.*
- *The U.S. Soldiers and Airmen's Home (USSAH). Established nearly 150 years ago, it was originally called the US Soldiers' Home. Nestled in the heart of our nation's capital on 320 acres of secure, parklike land, the USSAH is a thriving community that offers Air Force retirees and certain veterans a haven of retreat.*
- *Catholic University, founded in 1887, which houses a complex of 10 schools, and the Metropolitan College, which provides programs for adults who wish to earn a degree or participate in continuing education programs.*
- *A portion of the Metropolitan Branch Trail, which extends through the Brookland neighborhood.*

Land Uses in Cluster 22



Source: Zoning Data contained in the Central DC GIS Database maintained by DC Office of the Chief Technology Officer, as of April 2002

Historic Brooks Mansion



Rhode Island Avenue, NE



12th Street commercial area in Brookland



Demographics

Cluster 22 has approximately 8,906 residents, representing about 1.8% of the District's population. African Americans make up the majority of residents in Cluster 22, constituting 87% of its population. Cluster 22 has a slightly larger (16%) population of residents over the age of 65, compared to the city-wide percentage of 12%. The Cluster's median household income (\$36,196) is somewhat lower than the city-wide median income (\$43,001). The percentage of owner-occupied housing units at 57% is greater than the city-wide percentage. Additionally, there has been an increase in owner-occupied housing in this cluster between 1990 and 2000. The chart to the right provides some basic information on your neighborhood, such as age, race and ethnicity, and family income of residents for 2000. It also shows data from 1990, which allow you to see how your Cluster has changed. To learn more about other demographics, you may obtain a copy of your Cluster 22 Databook by contacting the DC Office of Planning at 202-442-7600.

Recent Neighborhood Activity

In recent years, Cluster 22 has experienced both public and private development. Some projects listed here are planned in the near future:

- *A total of \$900,000 has been earmarked for the renovation of the Brentwood Playground. Renovations should begin in FY2003.*
- *The Department of Motor Vehicles (DMV) will open a Customer Service Center at Brentwood Square, which will feature a drive-through customer service window.*
- *Crossroad Health Ministry, a community facility on Brentwood Road, is currently under construction.*
- *New construction and comprehensive modernization of Noyes Elementary School will take place during FY2003.*
- *Approximately 12 new single-family homes will be constructed in Langdon.*
- *Montana Terrace, one of the District's HOPE VI projects, is under-*

going major renovations affecting 65 residential units.

- The Langdon Park Community Center has been refurbished to add open space, hard tennis courts, and improved lighting.
- The city plans several roadway reconstruction projects, including the following: New York Avenue Bridge; 9th Street Bridge; 18th Street, from Douglas to Franklin;

Brentwood Road, from 9th Street to Rhode Island Avenue; and Taylor Street, from 9th to 12th Streets and from 12th Street to South Dakota Avenue. Construction should begin in FY2003.

- The Brentwood Road Shopping Center will soon be completed. Home Depot opened in June 2002, and Giant Food Store will open in the fall of 2002.

Newly opened DC Department of Motor Vehicles



	Cluster 22: 1990	Cluster 22: 2000	City-wide: 2000
Population	10,065	8,906	572,059
Age			
Under 18 Years	23%	25%	20%
Between 18 and 65 Years	61%	60%	68%
Over 65 Years	15%	16%	12%
Race and Ethnicity			
African American	90%	87%	60%
White	9%	8%	31%
Hispanic ¹	2%	3%	8%
Income			
Median Household Income ²	\$31,558	\$36,196 ³	\$43,001 ³
Education			
High School Graduates	66%	Data not yet available	78%
College Graduates	21%	Data not yet available	39%
Housing			
Occupied Housing Units	3,620 units	3,250 units	248,338 units
Percentage of Housing Units Owner-Occupied	53%	57%	41%

Source: U.S. Census Bureau, 1990 and 2000 data.

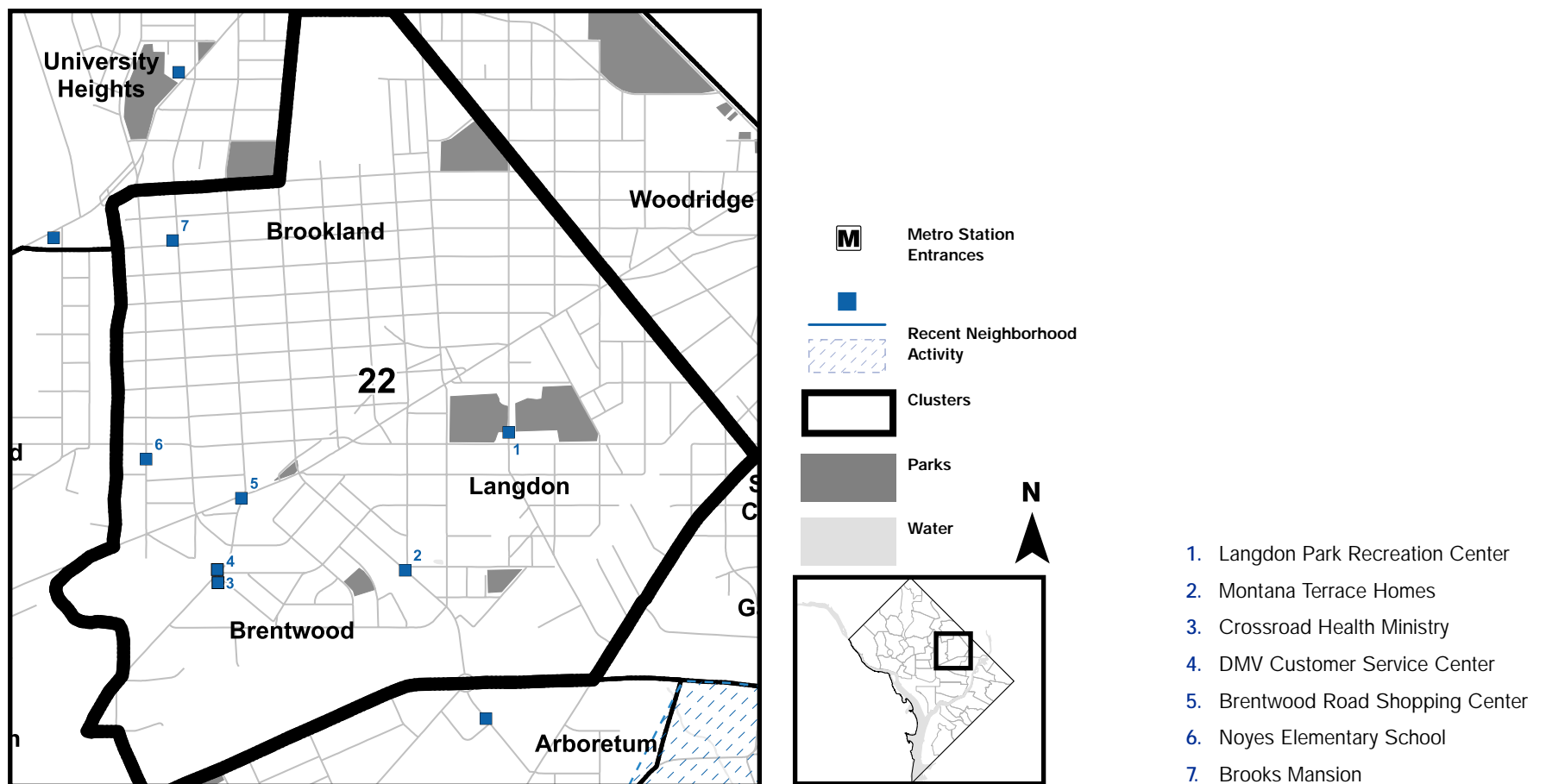
1. People of Hispanic origin may be of any race.

2. Median income is the income level at which half of the households earn more and half earn less. It is literally the income that is in the middle.

3. Claritas, Inc., 1998 data.

The Recent Neighborhood Activity map on this page depicts the key activities in your Cluster.

Recent Neighborhood Activity in Cluster 22



Citizen-Driven Process

The commitment of Neighborhood *Action* is to engage citizens in the governance of their city and to align government priorities with citizens' priorities. Following the tradition of the Citizen Summit, the Neighborhood Planning Initiative has citizen engagement at the core of its mission. As such, the process for developing your SNAP was built around a four-phase, citizen-driven process: (1) Start Up, (2) Visioning and Identifying Essential Ingredients, (3) Action Planning, and (4) Validation.

The hard work began in phase two, when a Visioning and Identifying Essential Ingredients Workshop was held in each Neighborhood Cluster between January and June 2001. At this workshop, citizens were asked to create a list of essential ingredients for their Cluster. Essential ingredients are characteristics vital to making a neighborhood a place where people and families can live and thrive.

Your Cluster identified and ranked 11 essential ingredients as vital for a livable community:

1. Public Safety
2. Recreation and Parks
3. Schools
4. Clean and Well-Maintained Streets
5. Beautification
6. Traffic and Mobility
7. Housing
8. Planning and Community Development
9. Neighborhood Serving Business
10. Government Accountability and Communication
11. Community Building

Cluster Priorities

Participants were then asked to identify three to four priority essential ingredients that would be the focus of additional action planning. For FY2002 and FY2003, they agreed on the following priorities:

- Public Safety
- Recreation and Parks
- Schools

Next, residents were invited to participate in a series of Action Planning meetings to identify specific actions for addressing their priorities. During this extensive exercise, participants were challenged to think strategically about the necessary steps and the specific locations to begin addressing the priorities. With the detailed priorities, objectives, actions, and locations, the SNAP served as a tool for District agencies in preparing their FY2003 budgets.

Developing Your SNAP

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How We Involved You

Phase I: Start Up

- Conducted informal consultations with neighborhood leaders to discuss the concept of the SNAP and develop key contacts. These consultations were held from March 2001 to June 2001.
- Recruited and formed a Cluster Steering Committee, to plan and promote the Neighborhood Cluster Visioning Workshop. A Cluster Steering Committee meeting was held on June 7, 2001, followed by ongoing consultation in preparation for the workshop.

Phase II: Visioning & Identifying Essential Ingredients

- Convened a combined Visioning Workshop for Clusters 20 and 22 on June 14, 2001 at Brookland Elementary School to identify the Essential Ingredients for a healthy neighborhood and establish priorities.

Phase III: Action Planning

- Held three Action Planning Work Sessions, using the top three Essential Ingredients, to develop preliminary action plans.

Phase IV: Validation

- Convened a Ward 5 Validation Meeting on July 31, 2001, to review and validate the draft plan.

Community Outreach

- Announced Steering Committee Meetings, the Neighborhood Cluster Workshop, Action Planning Work Sessions and other meetings using a variety of outreach methods. Flyers were posted in key neighborhood locations. Workshop schedules were announced at ANC, Citizen and Civic Association meetings and sent through email. Notices were also sent to ANC Commissioners & Council member Orange's office.
- Over 120 citizens participated in the planning process.

District agencies then reviewed the neighborhood priorities as they reviewed their FY2002 budget and developed their proposed FY2003 budget. Beginning in October 2001, more than 40 agencies reviewed recommended actions and developed responses to address neighborhood priorities. Although resources are limited, agencies used neighborhood priorities as one of the inputs to help define what they should do next year, how they should be doing it, and where they should begin.

Further, when District agencies were asked to reduce their FY2003 budgets because of funding shortfalls, the Mayor and his administration emphasized that existing commitments to SNAP priorities remain untouched. Last, in a review of your SNAP and others across the city, additional funding was provided to certain agencies that needed more assistance to address neighborhood

priorities. For example, more funding was dedicated to city-wide issues such as the following:

- *Install an additional 600 litter cans across the city.*
- *Hire an additional Fire Inspector for every Ward.*
- *Hire an additional staff person who will be under the Clean City Administrator and who will further the goal of neighborhood cleanliness.*
- *Hire additional Historic Preservation staff members to review projects in historic areas, and more.*

These and other items were included in Mayor Williams' draft FY2003 budget that was submitted to the Council of the District of Columbia to consider as it reviewed and revised the budget. Now that the Council has approved the final FY2003 budget, the commitments to your neighborhoods are firm.

Agency Commitment Highlights

In Cluster 22, some of the key actions that concerned citizens most received the following agency commitments:

Increase Public Safety in Neighborhoods

- *To boost staffing levels, the Chief of the Metropolitan Police Department (MPD) committed to doubling the number of Volunteer Reserve personnel. As the new recruits are hired and sent to the District, the number of officers assigned to each Police Service Area (PSA) will increase.*
- *MPD's PSA Officers will provide direct patrol in known hot spots through foot patrols and surveillance during the high crime hours. Additionally, PSA Officers will more strictly enforce traffic regulations in areas that have been posted with signs.*
- *MPD's Narcotics Strike Force and District Vice Units will target specific hot spots to reduce and eliminate open air markets and to work with District Detectives to focus on violent drug traffickers through long-term investigations.*
- *The District Department of Transportation (DDOT) will be conducting an inventory of all traffic control signs in Ward 5 to determine which ones need to be replaced and where new signs need to be installed.*
- *DDOT will formulate neighborhood transportation plans in this Cluster to address traffic calming needs.*
- *The Department of Public Works (DPW) has opened an additional impound lot, and cranes have been ordered, which will be deployed in FY2002. Inspectors will continue to tag abandoned vehicles for towing.*

Improve Recreation Opportunities in Neighborhoods

- *The DC Department of Parks and Recreation is working hard to increase the number of staff members, the number of programs, and the amount of maintenance at recreation centers. This year, \$4 million was allocated for 30 new programs and 30 new maintenance staff members.*
- *DPR will increase its ability to develop partnerships with colleges, universities, nonprofits, and churches.*
- *DPR's Urban Park Rangers are working the Metropolitan Police Department to improve public safety.*

- *DPR will develop a master plan, which will include an assessment of programs and parks. New projects will be considered as this plan takes shape.*
- *DPR will continue to build two major recreation centers: Turkey Thicket and North Michigan Park. Field and lighting renovations have also been completed in the area.*

Increase the Quality of Education in Neighborhoods

- *District of Columbia Public Schools (DCPS) is developing plans to increase the use of school facilities.*
- *DCPS will continue to explore options for providing expanded vocational opportunities for children at schools without such offerings. DCPS is looking at shared-time programs and the possibility of transporting students to schools with existing programs.*
- *DCPS will be implementing a 3-year Business Plan, which is designed to improve and enhance District schools both academically and structurally.*

- *DCPS will be working with the Office of the Deputy Mayor for Children, Youth, Families, and Elders to prioritize and identify where to place on-site health services and information to combat teen pregnancy, sickle cell anemia, and asthma.*

The next chapter is the centerpiece of the SNAP: the Action Plan. Specifically, it describes how District and non-District agencies are responding to the citizen priorities in FY2002, FY2003, and beyond.

Understanding the Plan

The Cluster 22 Action Plan is where citizen-driven priorities are described in detail. The priorities specific to Cluster 22 include the following:

- Public Safety
- Recreation and Parks
- Schools

This section describes both District commitments and key community-led actions. The data are organized by the priorities described above. Each priority is further described by objectives, which articulate specific problems or needs that must be addressed in order to accomplish the priority. For example, if a Cluster's priority is Public Safety, objectives may be to “develop strategies to reduce drug activity” and to “improve relations between police and area residents.” Each objective then has a specific Action Plan that includes Proposed Action, Responsible Agencies, Budget Commitment, and Time Frame for Implementation.

As you read through the Action Plan, you will notice that many of the recommended actions list commitments from multiple agencies. It is often the case in government that several agencies with specific expertise are required to work together to fully address any one issue. In those cases, the first agency listed is the lead agency, or agency that has primary responsibility for implementing or coordinating implementation. The additional agencies listed will play a supporting role to the lead agency. An agency commitment may range from providing background information or performing technical analysis on a specific project, to funding and managing a series of activities on a city-wide initiative.

The Action Plan also acknowledges the fact that government cannot address those priority issues alone. In many instances, the agencies will need the help of the business and institutional community, nonprofits, civic and citizen organizations, and individual citizens to create sustainable community improvement. During the SNAP process, many of the

priorities identified by your neighborhood included actions that require community or private-sector leadership and participation or both. The following Action Plan includes those community-led actions, and it begins the process of engaging residents and other organized groups to work together with government to address local issues.

The following pages provide the detailed District Agency commitments and timelines to begin addressing some of your top Cluster priorities.

Because partner names are abbreviated in this Action Plan, please refer to Appendix B for a list with the complete name of each partner.

The Action Plan

4

Agency Responses to Citizen Priorities

PRIORITY 1:

Public Safety

Public safety emerged as the top concern in Cluster 22. Residents feel many of the positive activities in their communities are in jeopardy until the issue of public safety is addressed. Residents of Cluster 22 identified a variety of safety issues, such as poor street and alley lighting, the prevalence drug activity, and the need for more police visibility in the neighborhoods. Actions recommended by residents included increasing MPD staffing, eradicating drug activities, establishing drug-free zones, establishing more partnerships for problem solving, and increasing police foot and bike patrols.

OBJECTIVE 1:

Better use of MPD resources.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
2355	Increase the number of officers available in the PSAs.	Brentwood Recreation Center area; Downing Street; and 14th Street and Saratoga Avenue to 14th and Downing Streets, near Brookland Elementary School	MPD	9195	The Metropolitan Police Department (MPD) has conducted a workload analysis to determine the proper deployment of police resources city-wide in order to achieve a faster response time to calls for service and a better distribution of time available for problem solving. Manpower deployment decisions will be made in FY2002; however, some increases will not occur until additional sworn members are hired. To boost staffing levels, the Chief of the MPD has also committed to doubling the number of Volunteer Reserve personnel who are uniformed; equipped with the ASP and OC spray; and authorized to make arrests, write tickets, and direct traffic.	FY2002
2356	Increase police presence in known hot spots through foot patrols and surveillance with a coordinated strategy to resolve problems.	1300 block of Adams Street NE and Saratoga Avenue NE, behind Woodridge Library	MPD	9196	Police Service Area (PSA) officers will provide direct patrol to the affected area during the high crime hours. The Focus Mission Team will conduct surveillance during Q3 of FY2002.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1: **Public Safety**

OBJECTIVE 2: Eliminate drug activity and prostitution in the neighborhood.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
322	Develop a new strategy using a variety of police techniques (i.e., covert surveillance, cameras, and patrols).	Corner of 14th Street and Dewing NE; 1300 block of Bryant Street NE; 10th Street and Rhode Island Avenue, between 9:00 p.m. and 7:30 a.m.; entire Rhode Island and New York Avenue corridors; 1300 block of Bryant Street; 1300 block of Adams Street; and Saratoga Avenue	MPD	8207	The Narcotics Strike Force and District Focused Mission Teams will conduct targeting to address and reduce open-air markets. They will also work with Major Narcotics to focus on violent drug traffickers through long-term investigations.	FY2002
323	Work with other agencies to coordinate effort to stem drug activity.	1300 block of Bryant Street, 1300 block of Adams Street, and Saratoga Avenue	MPD	8209	The Narcotics Strike Force and District Focused Mission Teams will conduct targeting to address and reduce open-air markets. They will also work with Major Narcotics to focus on violent drug traffickers through long-term investigations.	Ongoing
			OCC	8210	The Office of Corporation Counsel (OCC) will work with other agencies to provide legal advice and legal service support within the client agency's time frame.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 1: **Public Safety**OBJECTIVE 3: **Improve community and police relations.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
2357	Provide citizens with better access to crime statistics that relate to personal crimes.	Cluster-wide	MPD	9197	The website <www.crimereports.com> provides crime statistics to citizens who request to be put on the e-mail list. For more information, go to the website <www.mpd.cdc.gov>. PSA Lieutenants also regularly bring crime statistics to the monthly PSA meetings. From Q1 of 2002, District 5 PSA meetings are more widely publicized.	FY2002
324	Use strategies such as Partnership for Problem Solving to improve the relations between police and the public and to work toward resolving issues.	PSAs 505, 503, and 506	MPD	8212	District 5 is currently conducting this activity. It will reexamine how best to inform citizens about how the activity is being accomplished and will look for ways to improve its performance.	Ongoing
2358	Increase the number of PSAs involved in Partnerships for Problem Solving.	PSA 505 and 501	MPD	9198	District 5 will more widely publicize PSA meetings and do additional out-reach. PSA team members will regularly share information about upcoming PSA meetings when out in the community.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 2:

Recreation and Parks

The second priority for Cluster 22 was recreation and parks. Residents said that there is a great need for recreation services for youths, as well as for senior citizens. Participants stressed the need for partnerships among the Department of Parks and Recreation (DPR), the other agencies, and the private sector to increase access to recreational opportunities. Residents stated that recreation services should be free to residents of the District of Columbia, especially senior citizens. Community members would like to see more open space, as well as additional recreational parks.

OBJECTIVE 1:

Build new or improve existing recreation facilities.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
2359	Build a state-of-the-art recreation and sports center that will operate at minimal expense to DC citizens and will be free to senior citizens.	Cluster-wide	DPR	9199	DPR is currently conducting an inventory of facilities. Development of a master plan, which will include an assessment of programs and parks, is in progress. New projects will be considered as this plan takes shape. DPR will continue to build two major recreation centers: Turkey Thicket and North Michigan Park. Field and lighting renovations have also been completed in this area.	FY2002
2360	Increase the number of recreational parks.	Cluster-wide	DPR	9200	DPR is seeking new land acquisition for park space to keep up with demand. Actual demand will be determined during development of DPR's Master Plan.	Out Years

Agency Responses to Citizen Priorities

PRIORITY 2:

Recreation and Parks

OBJECTIVE 2:

Coordinate and implement diversified recreational programming through partnerships.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
2361	Establish a property tax and insurance relief fund to promote community gardens by giving owners of vacant lots for incentives for allowing communities to use vacant lots.	Cluster-wide	OCFO	9201	The proposed action is a policy issue regarding land use that needs direction and guidance from the Office of the Deputy Mayor for Planning and Economic Development. The Office of the Chief Financial Officer (OCFO) can assist in assessing the effects on revenues and expenses that this action would have. The Office of Tax and Revenue (OTR) would need at least 18 months before the beginning of the filing period in which the change is effective to ensure that changes to forms and systems were made.	FY2003
325	Increase the number of staff members, the number of programs, and the amount of maintenance at recreation centers (Langdon).	Cluster-wide	DPR	8213	DPR recently increased the staff levels at Langdon, hired a new Center Manager, and expanded programs.	FY2002
2362	Provide additional recreational opportunities for senior citizens and children.	Cluster-wide	DPR	9202	DPR has hired a new Associate Director for Programs. This person will assess the current situation by reading these plans; by visiting sites; and by working with the community, senior citizens, and schools to develop future programs.	FY2002
326	Develop a partnership between DPR and DCPS and increase the hours at facilities to provide increased recreational and educational programming.	Brookland and Burroughs Schools	DCPS	8214	The DC Public Schools (DCPS) should be listed as a support agency in this action. DPR should discuss the issue with After School for All Program once it has conferred with Cluster representatives. DCPS currently offers out-of-school programs for children at both Brookland and Burroughs with funding from the Department of Human Services (DHS) and will continue to do so with that funding.	Ongoing
			DPR	8481	DPR is developing new partnerships with nonprofits to provide services in recreation centers city-wide. Those partnerships will increase opportunities available to seniors and children. Examples include City Lights, a program for adjudicated youths, and Barney Senior Services, a program for seniors.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 2: **Recreation and Parks**

OBJECTIVE 2: Coordinate and implement diversified recreational programming through partnerships.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
2363	Increase police presence at recreation centers to provide additional public safety.		MPD	9204	PSA officers will provide additional patrols of the clubs during peak hours and will respond to recreation centers when called to provide additional assistance.	FY2002
			DPR	9203	DPR's Urban Park Rangers will collaborate with MPD to coordinate this effort. DPR always encourages more involvement from the police. This effort would be a productive neighborhood services collaboration and project.	Ongoing
2364	Coordinate planning so that developing industry does not negatively affect community and open space.	Cluster-wide	DPR	9205	Throughout the development of DPR's Master Plan (which will be put together over the next year), these issues will be investigated and discussed. The Master Plan will allow for more comprehensive planning.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 3:

Schools

Improving schools was the third priority for Cluster 22. Workshop participants identified the need for improved academic and vocational programs and for better exposure to art and culture for all grade levels. Citizens would also like to see school buildings used for after-school activities for youths and adults, as well as for community-based social programs. Finally, residents highlighted the need for new school buildings and the renovation of some existing ones.

OBJECTIVE 1:

Build additional schools.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
2365	Plan for smaller neighborhood schools that create a sense of community and accountability.	Cluster-wide	DCPS	9206	DCPS's new Facilities Master Plan recommends smaller neighborhood schools.	
2366	Devise a plan for better use of school buildings, such as extended after-school hours, more varied community use, and space to locate government services within the community.	Cluster-wide	DCPS	9207	DCPS is developing plans to increase uses of school facilities.	

Agency Responses to Citizen Priorities

PRIORITY 3: **Schools**

OBJECTIVE 2: Provide better school programs.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
2367	Improve and enhance public schools to attract all neighborhood children and arm them with the tools they need to compete and survive in today's and tomorrow's economy.	Cluster-wide	DCPS	9208	This objective is essentially the goal of DCPS's new 3-Year Business Plan. All activities conducted by the school system during the next 3 years will be focused on that goal. A summary of the plan has been mailed to parents of all DCPS children. More information is available at <www.k12.dc.us>	FY2003
2368	Require all students and teachers to wear uniforms.	Cluster-wide	DCPS	9209	Individual school principals determine school uniform requirements.	Ongoing
2369	Provide interested students training in vocations such as carpentry, construction, daycare, cosmetology, computer repair, and auto repair.	Cluster-wide	DCPS	9211	DCPS will continue to explore options for providing vocational opportunities for children at schools that do not offer such programs. DCPS is looking at shared-time programs and the possibility of transporting students to schools with existing programs.	FY2002
2370	Provide students of all ages with weekly or monthly field trips to observe and participate in other environments (National Arboretum, Aquatic Gardens, Blacks in Wax Museum, etc.).	Brookland and Burroughs Schools	DCPS	9157	The local schools conduct these activities. They can also be conducted in conjunction with the local Parent Teacher Association (PTA). Current budgets indicate that weekly trips may not be possible.	FY2003
			Community	9158	Success of this action will depend on community leadership and the actions of individuals. ANCs, citizens, community organizations, nonprofits, and others are encouraged to help implement this action.	TBD

Agency Responses to Citizen Priorities

PRIORITY 3: **Schools**

OBJECTIVE 2: Provide better school programs.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
2371	Provide before-school and after-school programs that are both organized and spontaneous for adults and children.	Brookland and Burroughs Schools	DCPS	9159	Both Brookland and Burroughs have out-of-school-time programs to serve children in this Cluster.	FY2002
			Community	9212	Success of this action will depend on community leadership, and the actions of individuals. ANCs, citizens, community organizations, nonprofits, and others are encouraged to help implement this action.	TBD

Overview

While this Strategic Neighborhood Action Plan outlines and begins to address the key priorities identified by the neighborhoods in your Neighborhood Cluster, several other neighborhood initiatives are playing a major role in improving the quality of life in our neighborhoods. Those initiatives include the following:

Neighborhood Services Initiative (NSI)

The Neighborhood Service Initiative strives to find permanent solutions—not just quick fixes—for persistent problems in every Ward. To this end, NSI, in partnership with residents and 13 District agencies, has identified persistent problem areas (PPAs) in the community. In most cases, when the Metropolitan Police Department has an active Police Service Area Plan or a Capital Community Plan, a PPA work plan was developed. The identified areas have recurring problems that need the cooperation and coordination of many government agencies to ensure that they become clean, safe, and healthy neighborhoods. Through a core team approach, 13 government agency representatives come together weekly in each Ward to develop and implement

work plans in an effort to mobilize, reclaim, revitalize, and sustain abatement of the problems in PPAs. *For more information about the Neighborhood Service Initiative, please contact Todd Douglas at 202-576-8100.*

Transforming Schools Initiative (T-9)

In FY2001, DCPS selected nine schools to reconstitute and transform including facilities, curriculum, and staffing. In FY2002, another set will be selected, as well as in FY2003. Several existing schools will serve as a pilot for the new “neighborhood places” model of coordinated, neighborhood-based social services being implemented by the District agencies. The T-9 schools in Ward 5 are the Noyes Elementary School, which is located at 2725 10th Street NE, and the Phelps Senior High School located at 704 26th Street NE. *Please contact Helen Flag at 202-442-5023 to learn more about this initiative.*

Home Again: Renovating Our City's Abandoned Properties

This initiative will promote the development of the District's vacant and abandoned properties by gaining site control of the properties and by selling

them to developers, who will renovate them into new homes. The initiative will begin by gaining site control in five neighborhoods: Columbia Heights, Ivy City/Trinidad, Near Northeast, Rosedale, and Shaw. Then it will expand throughout the city. The initiative's goal is to provide at least 30% of the homes to low-income families. *Please contact Neal Drobenare at 202-727-3899 to learn more about this initiative.*

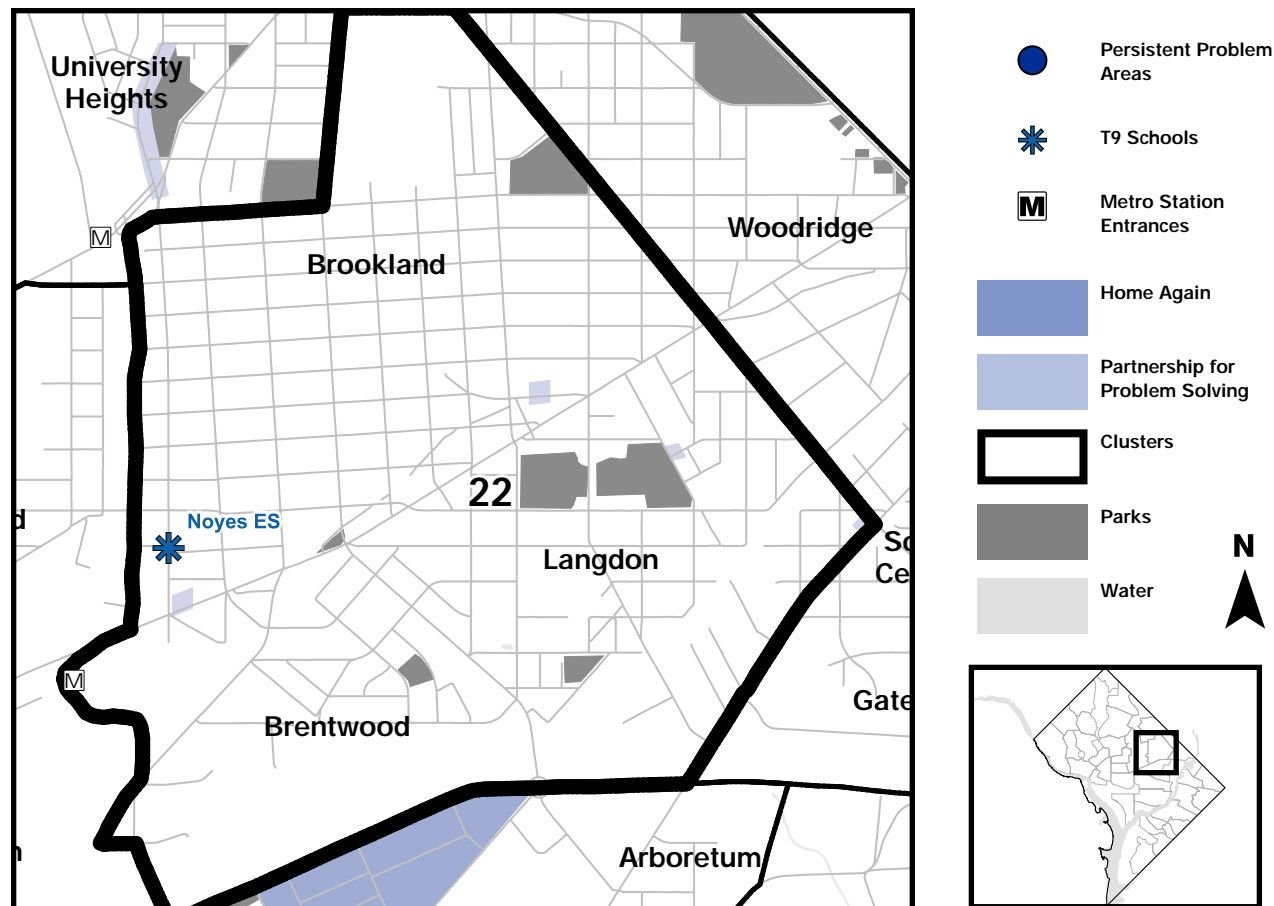
Partnership for Problem Solving

Police Lieutenants are working in partnership with the community and other stakeholders to address local public safety problems. They are developing plans specific to Police Service Areas (the geographic units that the police have implemented in the city) to facilitate the collaborative problem-solving process and to address public-safety issues. Strategies that have been developed focus on addressing offenders, victims, and locations and consist of three types of approaches: focused law enforcement, neighborhood partnership, and systemic prevention. *Please contact Ann Russell at 202-727-1585 to learn more about this initiative.*

Other Neighborhood Initiatives

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Neighborhood Initiatives in Cluster 22



Transit-Oriented Development (TOD)

TOD is a land use strategy to accommodate new growth, strengthen neighborhoods, and expand choices and opportunities. TOD capitalizes on bus and rail assets to stimulate and support vibrant, compact, diverse, and accessible neighborhood centers within walking distance of transit. TOD is a strategy that allows for a rich mix of uses—residential, retail, and work places—at densities that are appropriate for the neighborhood. *Please contact Karina Ricks at 202-442-7607 to learn more about this initiative.*

In many instances, the issues addressed in the SNAPs directly link with other neighborhood initiatives, thus creating synergy in areas that will receive substantial public and private resources.

The Neighborhood Initiatives map on this page depicts the above-mentioned initiatives that are located in your Cluster.

Your SNAP is a living document, not just a plan collecting dust on a shelf. In fact, a number of activities are currently under way to ensure that the priorities highlighted in this document are addressed. The following are examples:

Progress Updates to Your SNAP

The Office of Neighborhood *Action* is monitoring the status of projects with District agencies. A status update meeting will be held in each Ward twice a year to share with residents the progress of the commitments.

Implementation of Citizen-Driven Actions

The success of this plan depends on a strong partnership among District agencies, other agencies, businesses, community development corporations, the faith community, and you. To find community partners to help implement citizen actions, the Office of Neighborhood *Action* will be making contacts in your Cluster. You are strongly encouraged to take the initiative, to pull people or groups together, and to champion one of these actions. Please contact the Office of Neighborhood *Action* (at 202-727-2822) to learn where you might be able to help.

Role of Your Neighborhood Planner

Your Neighborhood Planner, Deborah Crain, will be responsible for implementing several actions in this Ward. During this coming year, she will continue to work with DDOT to develop a traffic study for Ward 5 and with the community and DPR to plan the best possible design for the Turkey Thicket Recreation Center and the Brentwood Playground.

What Happens
Now

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The Strategic Neighborhood Action Plans were built heavily on past and present plans and documents that have been developed by your neighborhood and the city. For your reference, we have listed a number of relevant plans and documents for your area. Many of these plans are accessible on the Neighborhood *Action* website at <www.neighborhoodaction.dc.gov> or at your local library.

Reference Materials

Plan:	Date Completed:	Plan Development Led by:
Ward 5 Plan	1998	DC Government, DC Office of Planning
City-Wide Comprehensive Plan	1998	DC Government, DC Office of Planning
DC Municipal Regulations Planning and Development Ward 5	1995	DC Office of Documents and Administrative Issuances
A Strategic Economic Development Plan	1994	DC Government, Office of Economic Development
Brookland/Northeast: Economic Development Study (Final Report)	Summer 1983	Devroux and Purnell/Urban Design Plus
Cluster 22 Databook	Winter 2001	DC Government, DC Office of Planning
Cluster 22 Visioning Workshop Summary Report	Summer 2001	DC Government, DC Office of Planning
Cluster 22 FY2003 Citizen Budget Guides and Worksheets	March 18, 2002	DC Government
Affordable Housing Briefing Document	October 6, 2001	DC Government

Action Plan Partner Abbreviations

ABRA	Alcoholic Beverage Regulation Administration	DMCYF	Deputy Mayor for Children, Youth, Families, and Elders	NSO	Neighborhood Stabilization Officer
CAH	Commission on Arts and Humanities	DMH	Department of Mental Health	NTHP	National Trust for Historic Preservation
CBO	Community-Based Organization	DMPED	Deputy Mayor for Planning and Economic Development	OCA	Office of the City Administrator
CDC	Community Development Corporation	DMPSJ	Deputy Mayor for Public Safety and Justice	OCC	Office of Corporation Counsel
CFSA	Child and Family Services Administration	DMV	Department of Motor Vehicles	OSCC	Office of the Clean City Coordinator
DBFI	Department of Banking and Financial Institutions	DMO	Deputy Mayor of Operations	OCFO	Office of the Chief Financial Officer
DCFD	DC Fire Department	DOC	Department of Corrections	OCP	Office of Contracting and Procurement
DCHA	DC Housing Administration	DOES	Department of Employment Services	OCTO	Office of the Chief Technology Officer
DCHFA	DC Housing Finance Authority	DOH	Department of Health	OLBD	Office of Local Business Development
DCMC	DC Marketing Center	DPR	Department of Parks and Recreation	OP	Office of Planning
DCOA	DC Office of Aging	DPW	Department of Public Works	OPM	Office of Property Management
DCOP	DC Office of Personnel	EMA	Emergency Management Agency	OTR	Office of Tax and Revenue
DCPL	DC Public Libraries	EOM	Executive Office of the Mayor	OZ	Office of Zoning
DCPS	DC Public Schools	FEMS	Fire and Emergency Medical Services	PSA	Police Service Area
DCRA	Department of Consumer and Regulatory Affairs	FHA	Federal Housing Administration	TCC	Taxi Cab Commission
DDOT	District Department of Transportation	IGO	Inspector General's Office	UDC	University of the District of Columbia
DHCD	Department of Housing and Community Development	MPD	Metropolitan Police Department	WASA	DC Water and Sewer Authority
DHS	Department of Human Services	NCRC	National Capital Revitalization Corporation	WCCA	Washington Convention Center Authority
DISR	Department of Insurance and Securities Regulation	NPS	National Park Service	WMATA	Washington Metropolitan Area Transit Authority
		NSC	Neighborhood Service Coordinator	ZAC	Zoning Advisory Committee
		NSI	Neighborhood Service Initiative	ZC	Zoning Commission

Your District Representatives

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Kelvin Robinson
Chief of Staff

John Koskinen
City Administrator

Council of the District of Columbia

Linda W. Cropp
Council Chair

Jim Graham, Ward 1

Jack Evans, Chair Pro Tempore / Ward 2

Norma Broadnax, Chair, Advisory
Neighborhood Commission (ANC) 5A

Kathleen Patterson, Ward 3

Adrian Fenty, Ward 4

Rhonda Chappelle, Chair, ANC 5B

Vincent Orange, Ward 5

Sharon Ambrose, Ward 6

James D. Berry Jr., Chair, ANC 5C

Kevin Chavous, Ward 7

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